

EXHIBIT A

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From: TONY SMITH  
IRWIN GOLDBLATT

Phone: [732] 980-3610

Castrol North America Inc.  
Technology Center  
240 Centennial Avenue  
Piscataway, New Jersey 08854-3910

Fax: [973] 686-  
732 457 0073

Date: 12-01-05

To: ROBERT VANDERHIE

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Fax #: 703-816-4100

Company: ATTORNEY

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Bob,

AS DISCUSSED JUST NOW

BEST REGARDS

TONY SMITH  
IRWIN GOLDBLATT

PROJECT CUSTOM MOTOR OIL USING THE INTERNETNotebook No. 379

Continued From Page

## CUSTOM MOTOR OILS USING THE INTERNET

### 1. SUMMARY

### 2. CONCEPT

### 3. DATA AND CREDENTIALS

### 4. DESIGNING THE OIL

### 5. MANUFACTURING THE OIL

### 6. THE INTERNET

### 7. CONCLUSION

### 1. SUMMARY

A RECENT E-BUSINESS MEETING AT PISCATAWAY (12/9/99) WAS DEDICATED TO EXPLORING NEW IDEAS RELATING TO THE USE OF THE INTERNET, AND HOW IT COULD ENHANCE CASTROL'S BUSINESS. ONE OF THE IDEAS DEVELOPED DURING THE SESSION WAS TO ALLOW CUSTOMERS, BOTH RETAIL AND COMMERCIAL, TO TAKE ADVANTAGE OF THE POSSIBILITIES FOR INTERACTIVE PRODUCT DESIGN THAT THE INTERNET OFFERS, EVEN ON AN INDIVIDUAL CUSTOMER LEVEL.

CUSTOMERS WOULD ACCESS A CASTROL WEB SITE THAT WOULD PROMPT THEM (FOR EXAMPLE) FOR DETAILS OF THEIR VEHICLE, AND THEIR DRIVING AND MAINTENANCE STYLE (OR HOUSE STYLE/MARKETING EMPHASIS FOR A COMMERCIAL CUSTOMER).

Continued on Page 2

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111-12

2 PROJECT THE INTERNET

1) Notebook No. 379

Continued From Page 1

THE CUSTOMER COULD THEN CHOOSE BETWEEN HAVING AN OIL RECOMMENDED FROM CASTROL'S NORMAL PRODUCT RANGE, OR TO DESIGN THEIR OWN OIL, OPTIMIZED FOR THEIR OWN NEEDS AND WANTS USING FORMULATING GUIDELINES AND COMPUTER MODELS MADE AVAILABLE TO THEM IN REAL TIME. THE MODELS COULD LIMIT THE EXTREMES OF FORMULATING FLEXIBILITY IN ORDER TO MAINTAIN CREDENTIALS, OR GIVING A WARNING THAT SUCH CREDENTIALS COULD NOT BE SUPPORTED OUTSIDE A GIVEN RANGE.

HAVING DESIGNED THEIR OWN MOTOR OIL, THE CUSTOMER DECIDES WHERE IT SHOULD BE DELIVERED: TO A DEALER A GARAGE, A QUICK-LUBE STATION OR ELSEWHERE. A FLEXIBLE BLENDING FACILITY MAKES AND PACKAGES THE OIL (PERHAPS WITH THE CUSTOMER'S NAME OR GRAPHIC INCLUDED IN THE PACK DESIGN) AND DESPATCHES IT. AN EXTENSION OF THIS IDEA IS TO HAVE A MOBILE OIL CHANGE BUSINESS OR FRANCHISE THAT WOULD INSTALL (AND POSSIBLY EVEN BLEND) THE CUSTOM OIL AT THE CUSTOMER'S HOUSE, PLACE OF WORK OR OTHER LOCATION.

## 2. CONCEPT (SEE DIAGRAM OPPOSITE - PAGE 3)

## 3. DATA AND CREDENTIALS

KEY TO A LUBRICANT ARE THE CREDENTIALS IT CARRIES. THESE GUIDE THE CUSTOMER IN CHOOSING THE RECOMMENDED OIL FOR THEIR

Continued on Page 3/4

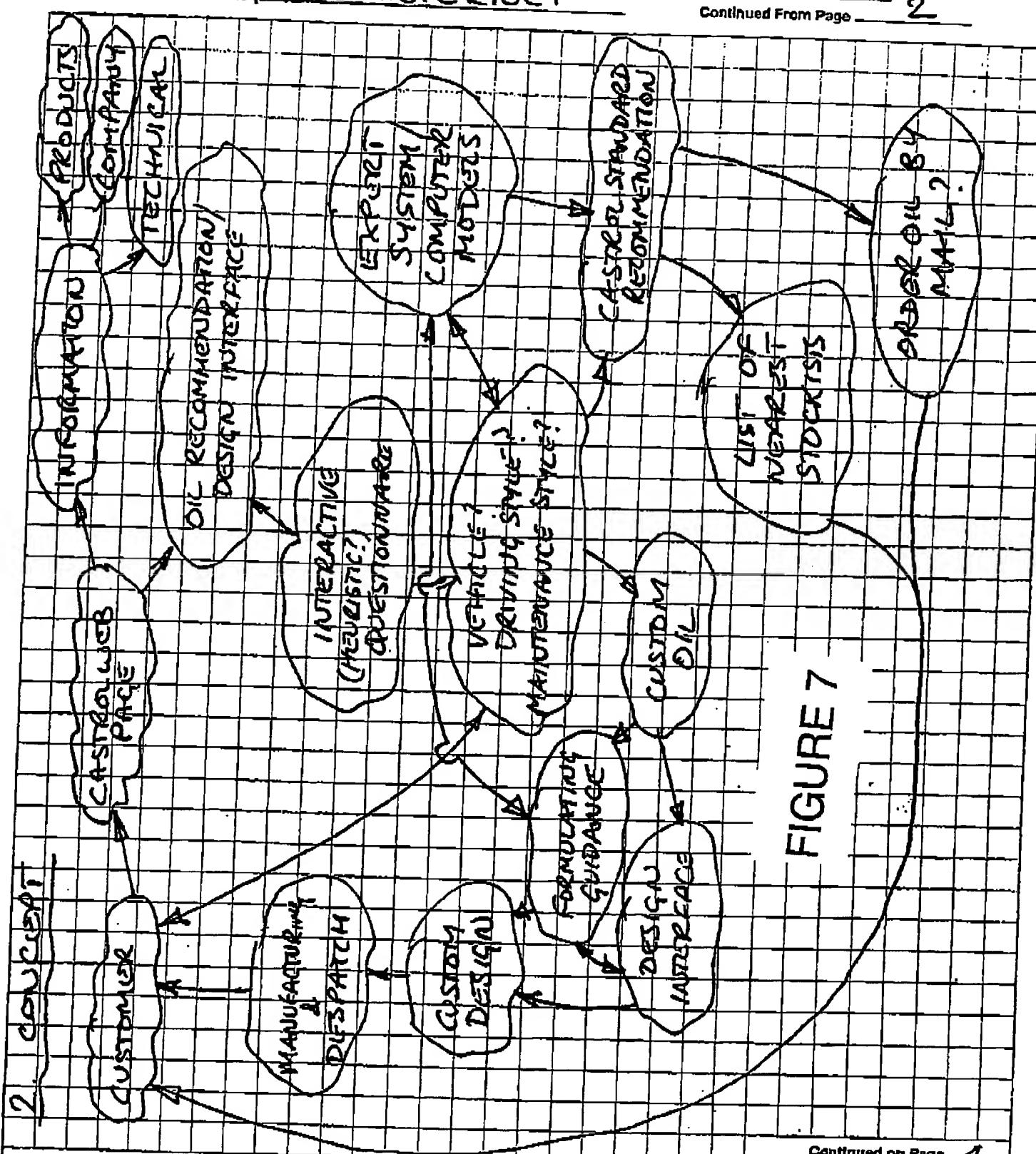
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Notebook No. 379

**Continued From Page**



## FIGURE 7

Continued on Page 4

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Continued From Page

2/3

APPLICATION, AND CAN SUPPORT WARRANTY CLAIMS ETC. IF THE CUSTOM PERFORMANCE ENHANCEMENTS WERE OFFERED AS ADDITIONAL FEATURES ON TOP OF A BASELINE OF INDUSTRY STANDARD PERFORMANCE, THEN ENGINE PROTECTION AND PERFORMANCE WOULD ALWAYS BE ABOVE A MINIMUM. AN OIL'S PERFORMANCE CAN BE MODIFIED WHILST RETAINING ITS CREDENTIALS BY USING INDUSTRY GUIDELINES. (EXAMPLES OF THESE ARE THE CMA AND ATC PROGRAM AND PROGRAMMING EXTENSION GUIDELINES) THESE PERMIT THE ADDITION OF EXTRA PERFORMANCE ADDITIVE COMPONENTS TO GIVE INCREASED PERFORMANCE. THE CUSTOMER COULD PICK FROM A MENU OF SUCH ENHANCEMENTS:

FUEL ECONOMY  
ENGINE STARTABILITY  
OXIDATION PROTECTION  
NEW OIL VISCOSITY  
CLIMATE RELATED OILS  
OEM CREDENTIALS  
WEAR PROTECTION

COLD TEMPERATURE PROPERTIES  
ENGINE CLEANLINESS  
VOLATILITY IMPROVEMENT  
COOLER RUNNING ENGINES  
EXTENDED DRAIN  
SOOT HANDLING

THESE ARE JUST A FEW SELECTED EXAMPLES OF WHAT COULD BE OFFERED.

THESE CHOICES WOULD BE COMMUNICATED DIRECT TO THE MANUFACTURING FACILITY, WHERE THE APPROPRIATE OIL COULD BE MADE AND SHIPPED.

CLAIM RETENTION IS SHOWN IN THE DIAGRAM  
OPPOSITE - PAGE 5

Continued on Page 5

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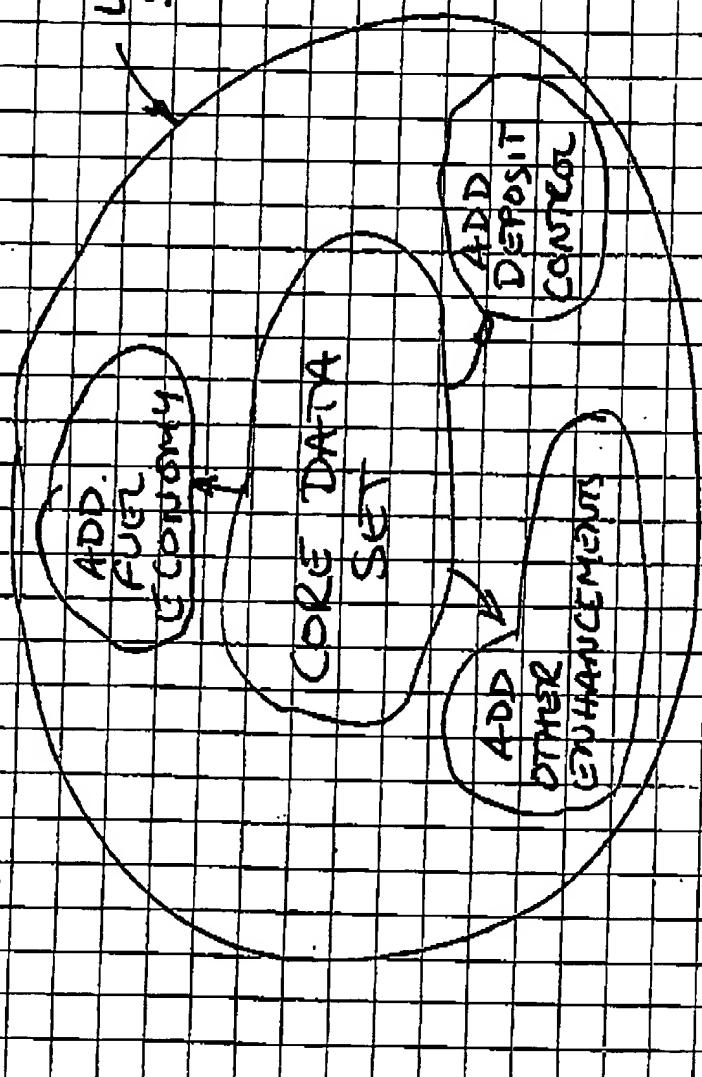
11

CUSTOM MOTOR OIL  
PROJECT USING THE INTERNET

Notebook No. 379

Continued From Page 4

RETENTION OF CLAIMED CREDIBILITIES:



BOTH THE INDIVIDUAL AND CUMULATIVE CREDIBILITIES  
NEED TO COMPATIBILITY (OR OTHER) INDUSTRIES  
UNDERRIDES

Continued on Page 6

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6 CUSTOM MOTOR OIL  
PROJECT USING THE INTERNET

Notebook No. 379

Continued From Page

5

## 4 DESIGNING THE OIL

THE CUSTOMER MIGHT HAVE LITTLE OR NO KNOWLEDGE OF THE SCIENCE AND TECHNIQUES OF FORMULATING MOTOR OILS, BUT STILL DESIRE TO CREATE AN OIL THAT MEETS THEIR PARTICULAR NEEDS. THEY WOULD THUS NEED ACCESS TO ON-LINE FORMULATING GUIDANCE AS AN INTEGRAL PART OF THE DESIGN PROCESS. SUCH GUIDANCE, ESSENTIALLY PROVIDED BY AN INTERFACE TO AN EXPERT SYSTEM, COULD TAKE THE FORM OF GRAPHICAL REPRESENTATIONS OF STATISTICALLY-DERIVED PERFORMANCE MAPS, WHICH WOULD BE MORE INTUITIVE AND CLEARER THAN SIMPLE NUMERIC MODELS. THE PERFORMANCE ENHANCEMENTS OFFERED WOULD NEED TO BE COMPREHENSIVELY TESTED IN ORDER TO:

- PROVIDE THE MAPS IN THE FIRST PLACE
- ESTABLISH 'LEVEL TWO SUPPORT' FOR ADDING THE COMPONENTS AS PROGRAM GUIDELINES OR PROGRAMME EXTENSIONS
- PROVIDE DATA IN ORDER TO REFUTE ANY LEGAL CHALLENGES

THE GUIDANCE COULD ALSO HAVE A HEURISTIC ELEMENT GIVING RELEVANT ASSISTANCE AS THE DESIGN PROGRESSES.

Continued on Page 7

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10/10

~~PROJECT USING THE INTERNET~~

Notebook No. 517

Continued From Page

6

5. MANUFACTURING THE OIL

MANUFACTURING CUSTOM MOTOR OIL COULD INVOLVE DIFFERENT MANUFACTURING TECHNIQUES THAN ARE USED TODAY. ADDITIVE COMPONENTS FOR EXTRA PERFORMANCE TYPICALLY TREAT AT 1.0% WT OR LESS OF THE FINISHED FLUID. INTRODUCING THESE NEAT INTO A BASEZING OIL COULD MEAN THAT MIXING AND COMPATIBILITY WOULD BE DIFFICULT, SO THE BOOST COMPONENTS MIGHT NEED TO BE MUCH MORE DILUTE THAN IS NORMAL. (A SIMPLIFIED EXAMPLE OF A POSSIBLE MIXING SCHEME IS SHOWN IN THE DIAGRAM OVERLEAF - PAGE 8.)

USING DILUTE INGREDIENTS MEANS THAT IT WOULD BE EASIER TO USE A CONTINUOUS IN-LINE BLENDING TECHNIQUE WHICH WOULD HELP IN THE RAPID PREPARATION OF SMALL QUANTITIES OF CUSTOM OIL.

6. THE INTERNET

THE INTERNET ENABLES THIS WHOLE PROCESS. THERE ARE SEVERAL AREAS THAT WOULD NOT BE VIABLE WITHOUT IT.

- REAL-TIME GATHERING OF CUSTOMER INPUT
- REAL-TIME ANALYSIS OF THESE DATA USING EXPERT SYSTEMS/MODELS TO MAKE RECOMMENDATIONS

Continued on Page 8/9

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8 ~~CUSTOM MOTOR OIL~~  
PROJECT USING THE INTERNET

Notebook No. 517

Continued From Page 7

## SIMPLIFIED MIXING SCHEME - EXAMPLE

CUSTOMER CUSTOMER CUSTOMER  
DESIGNS DESIGNS DESIGNS  
ECONOMIC FUEL ECONOMIC FUEL  
PERFORMANCE AND ADDITIVE  
PERFORMANCE PERFORMANCE

2 BASE-LINE MOTOR OIL	100	80	60	20	20	100
1 OF 5x MAX. BLEND CONC. OF FUEL ECONOMY	0	20	0	0	20	100
ADDITIVE DISOLVED IN BASE-LINE MOTOR OIL	0	0	0	0	0	0
2 OF 5x MAX. BLEND CONC. OF FUEL ECONOMY ADDITIVE DISOLVED IN BASE-LINE MOTOR OIL	0	0	0	0	0	0
TOTAL	100	100	100	100	100	100

THESE ARE THE MAXIMUM ADDITIVE LEVELS. ANY LOWER  
THAN THIS SHOULD BE BLENDED.

Continued on Page 9

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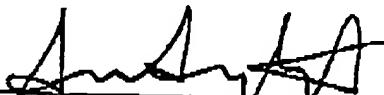
Notebook No. 217  
Continued From Page 7/8

- ON-LINE FORMULATION GUIDANCE AND DESIGN IN REAL TIME
- COMMUNICATION OF THE DESIGN TO THE MANUFACTURING FACILITY
- DESPATCH AND DELIVERY COORDINATION TRANSPARENT TO CUSTOMER

## 7. CONCLUSION

THE IDEA THAT CUSTOMERS MIGHT DESIGN THEIR OWN 'CUSTOM' OILS SEEMS INITIALLY FAR-FETCHED. A KEY TECHNOLOGY NOW MAKES THIS FEASIBLE: THE INTERNET. IT ENABLES CUSTOMERS TO HAVE FORMULATION CONTROL BY DESIGN, AND GIVES THEM THE NECESSARY INFORMATION AND KNOWLEDGE TO HELP THEM EXERCISE THAT CONTROL. THE RESULT IS THAT THE CUSTOMER GETS AN OIL THAT BETTER MEETS THEIR NEEDS AND WANTS AND HAS GENUINELY PARTICIPATED IN THE PROCESS OF MAKING IT SO.

Continued on Page



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